



*Mark Young  
New York Metro*

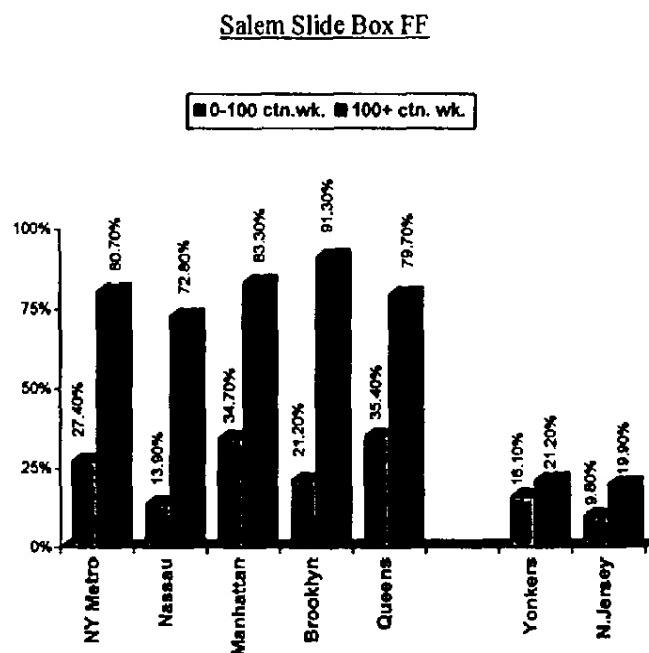
March 5, 1998

To: Mark Gambardella  
Louann Alese  
Charlie DiBenedetto  
Lee Maney  
Greg Mitchell  
Steve Grossberg

Subject: Salem Slide Box FF 85 Distribution

Dear Managers,

As everyone knows of the importance of what the Region is doing with the introduction of the new Salem brand family, the first step to evaluating how well field sales has done is to look at distribution:



These are the distribution results by division as shown in the laptops. When you step back and remember the distribution goal for the 4 new box brand styles, it's clear to see that we still have a long way to go before we come close to our objective. These numbers reflect the Salem Box distribution in the entire Yonkers and North Jersey divisions, so

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we expect them to be very low due to the limited number of assignments working the new Salem.

Now it's extremely easy to point out everything that the Marketing department has done wrong ..... but only if you have done your part 100%! It looks like I need to apologize to the Salem Group ..... they should be all over us for not delivering our part of the plan!

I didn't include the distribution for the other 3 box brands simply because the distribution numbers go down from this point. We just received the January Marlin numbers and I have to admit ..... they are without a doubt the most disappointing share numbers that I have seen over the past several years. When I get over the shock, I'll send them out to everyone. I trust everyone understands what needs to be done with Salem and at the same time, Marlboro's \$.25 plan B period. There are a lot of stores out there where we are "Not" matching the Marlboro discount. Make sure that every Representative knows exactly what is expected when they make a retail call.

Sincerely,

*Mark Young*

cc: Kam's / Am's / Rm's / Mike / Rory / Jim Guaneri

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